

Government  
Publications

*Ontario Hydro-Electric Power Commission*

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The Organization  
of  
The Hydro-Electric Power Commission  
of Ontario





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The Organization  
of  
The Hydro-Electric Power Commission  
of Ontario



THE HYDRO-ELECTRIC POWER COMMISSION OF ONTARIO  
620 UNIVERSITY AVENUE - TORONTO, ONTARIO

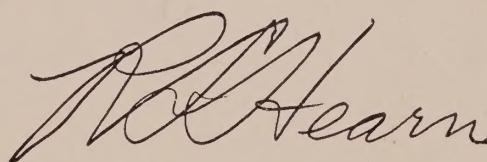


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*This brochure contains a brief explanation of the new organization of The Hydro-Electric Power Commission of Ontario, which is being implemented as rapidly as circumstances permit. At the present time, February, 1948, all Regional Offices, except the Niagara and East Central, with headquarters at Niagara Falls and Belleville, respectively, are temporarily located in Toronto.*

*The purpose of issuing the brochure is to present a general idea of the new organization to officials of municipalities, customers and manufacturers who regularly transact business with the Commission or with members of its staff.*

A handwritten signature in black ink, appearing to read "R. H. Hearn".

General Manager and Chief Engineer

February, 1948

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# The Organization of The Hydro-Electric Power Commission of Ontario

## Introduction

CONFRONTED with an unprecedented demand on its facilities and a corresponding overload on all of its functions, the Commission, in 1946, deemed it advisable to review very carefully its organization. It seemed obvious that the organization of the future would have to find the solution for almost staggering technical problems and that concurrently it would be required to effectively serve co-operating municipalities and direct customers during a difficult period of expansion. Appreciating the complexity of the problem and the value of sound, unbiased opinions regarding the most suitable type of organization to cope with the situation, a firm of Industrial Consultants was engaged to make a complete study of the matter and to make appropriate recommendations for a reorganization plan based on three cardinal principles:

1. The organization must serve the customers of the Commission in a manner they have a right to expect.
2. The organization must possess Administrative convenience.
3. The organization must be flexible and adaptable to changes which will admit keeping pace with the requirements of the Commission.

## General

THE CONSULTANTS made an exhaustive survey of the entire organizational structure, including operational procedures and public relations channels, and recommended a plan of organization which was accepted by the Commission. The general features of this plan are indicated as follows:

Chart I, Organization Plan—General.

Chart II, Typical Organization of a Large Region.

Map showing Geographic Boundaries of Regions and Areas.

In broad general terms the organization (see Chart I) covers three main functions—policy making, policy interpretation, and action. It provides all supervisors with authority to take prompt and decisive action on any matters within their purview and to quickly initiate action on any matters which may be brought to their attention.

The COMMISSIONERS constitute the final authority on important policy decisions.

The GENERAL MANAGER and CHIEF ENGINEER is responsible for the over-all administration of the three Branches of the organization—Administration, Engineering, and Personnel, and of the Secretarial Section.

The SECRETARY is responsible for special assignments and for co-ordinating recommendations to the Commission, etc.

The ASSISTANT GENERAL MANAGER—ADMINISTRATION, the ASSISTANT GENERAL MANAGER—ENGINEERING, and the MANAGER OF PERSONNEL are responsible for the administration of their respective Branches and they are provided with a staff of officers whose share of the responsibility is for the development of policy in their particular fields and for ensuring that approved policies are observed throughout the Commission.

## Administration

THE Assistant General Manager—Administration is responsible for Operations, Consumer Service, the Comptroller function, and the over-all administration of the nine Regions, the geographic boundaries of which are shown on map. Each of his Directors is represented by an officer with corresponding responsibilities on the staff of the Regional Managers. There is also on this staff a representative of the Personnel Branch. The direct channel of authority for these functional officers is through their respective managers. However, the organization takes into account the practical considerations of the problems common to consumers, the Commission, and its employees and makes adequate provision for direct dealing between consumers and the specialists in the various fields and between all of the functional specialists themselves.

The nine Regional Managers are charged with the responsibility of administering the day-to-day activities of the Commission within their respective regions, excluding engineering and construction projects. (See Chart II). Their headquarters are located at strategic centres with a view to facilitating prompt and appropriate action on matters of immediate concern. In addition to their advisory staffs, referred to earlier as representatives of the Directors and of the Personnel Branch, each Regional Manager has reporting to him a number of Area Managers whose activities heretofore have been confined to the operation and maintenance of rural distribution systems, but whose responsibility will be broadened to include any problems arising in their respective areas.

In comparison with the former organization, which was highly centralized, the new type consists of nine separate offices, each equipped to serve the region in which it is located. The Regional Managers are responsible for the operation and maintenance of all Commission properties and for all matters pertaining to consumer relations within their respective regions. In this they will be given assistance and direction from the offices of the Director of Operations, the Director of Consumer Service, the Comptroller and the Manager of Personnel in order to ensure that practices and procedures shall be uniform in all regions.

As mentioned at the outset, the principal consideration which led to the adoption of a decentralized type of operating organization is the advantages it affords municipalities and customers through placing the Commission in a better position to serve them and to reduce delays in giving attention to their needs. The Regional Managers have been impressed with the importance of this phase of their work and they recognize their responsibilities in this regard. However, in order that they may render maximum service they must be kept informed of the needs of municipalities and customers at all times. Therefore, with a view to establishing effective and mutually profitable working relationships, correspondence should be directed to the Regional Managers. Although this is a radical change in the procedure followed heretofore, it is hoped that as time goes on and confidence is gained in the effectiveness of direct communication between the officers of municipalities and consumers and the Regional Managers that most of the requirements of the Commission's customers will be made known to the Managers and that the matters will be dealt with promptly and to the complete satisfaction of the customer.

## Engineering

THE Assistant General Manager—Engineering is responsible primarily for procuring sites, designing and constructing power developments, together with transmission lines, transformer and distributing stations, etc., and for maintaining an engineering consulting service for the Commission. With a view to providing adequate facilities for planning and integrating the complex situations involved in the work of the branch four main functional divisions have been established, viz., Engineering, Construction, Supply, and Research. Each of these is headed by a Director, and in the case of engineering and construction, which are so closely interrelated with planning and scheduling, a Deputy Assistant General Manager—Engineering is responsible for heading up these functions.

In practice, a project is dealt with as outlined briefly hereunder:

## **Planning**

Forecasts of growth in demand and of prospective customers estimated by the Operations Division of the Administration Branch and having the approval of the General Manager and Chief Engineer, are passed to the System Planning Engineer, who is responsible for determining the facilities needed to meet the forecasted growth or needs of prospective customers. This involves the preparation of cost estimates requiring joint consideration by the System Planning Engineer, the Program Planning and Control Engineer, the Comptroller, and the Directors of Engineering, Construction and Supply.

After the appropriations required to provide the needed facilities have been approved by the Commission, the Program Planning and Control Engineer prepares the necessary programs, budgets, and schedules to allow the Directors of Engineering, Supply, and Construction to proceed with their respective parts of the project.

## **Engineering**

The Director of Engineering is responsible for securing the necessary property or rights required and for allocating the work to the engineering departments involved. These departments conduct the field surveys, collect all pertinent information, and prepare the necessary plans and specifications to enable the Construction and Supply Divisions to construct and equip the facilities ready to provide the services required.

The Director of Engineering is also responsible for inspecting the work in progress to ensure that it conforms with the specifications, and for testing the equipment. After satisfactory tests have been passed the new facilities are released to the Administration Branch for operation.

## **Supply**

The Director of Supply is responsible for procuring, inspecting, and shipping materials, equipment and Supplies in accordance with Engineering Department and Construction Department specifications. He is also responsible for maintaining operating reserve stores.

## **Construction**

The Director of Construction is responsible for providing the construction equipment and for erecting the generating, transmission and distribution facilities, etc., in accordance with Engineering Division specifications.

## **Research**

The Director of Research is responsible for conducting research programs on electrical, chemical, structural, and mechanical problems related to the activities of the Commission. He also provides assistance in the setting of standards for the Engineering and the Supply divisions, and advises on appropriate tests. The laboratory under his direction conducts tests on materials and equipment for the Director of supply.

## **Personnel**

**P**ERSONNEL is a service branch for the entire organization.

The Manager of Personnel is responsible for the personnel policies of the Commission and for supervising their application. In this connection five functional departments contribute to the work, Personnel Planning, Training, Medical, Collective Relations and Research.

A Personnel Officer is attached to the staff of each Regional Office and to each major construction camp. These officers keep in close touch with the Personnel Branch at Head Office, obtaining interpretations, guidance, or advice with a view to maintaining uniform personnel practices throughout the Commission.

# THE HYDRO-ELECTRIC POWER COMMISSION OF



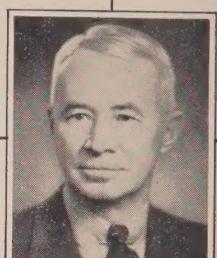
HON. GEO. H. CHALLIES  
1st Vice-Chairman



ROBERT H. SAUNDERS  
C.B.E., K.C.

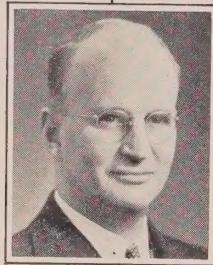


C. CARRICK  
Solicitor



R. L. HEARN

## PERSONNEL BRANCH



JOHN DIBBLEE  
Manager of Personnel

DEPARTMENTS  
Personnel Planning  
Training  
Medical  
Collective Relations  
Research

## ENGINEERING BRANCH



DR. O. HOLDEN  
Assistant General Manager  
Engineering

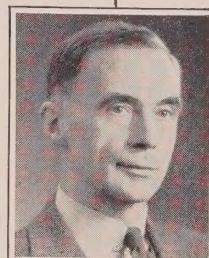
A. H. FRAMPTON  
Deputy Assistant General  
Manager—Engineering



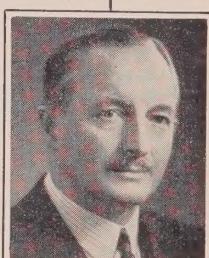
System Planning  
Engineer

Program Planning  
& Control Engineer

Director of  
Engineering



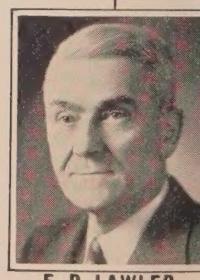
D. FORGAN  
Director of  
Construction



H. BECK  
Director of Supply



W. P. DOBSON  
Director of Research



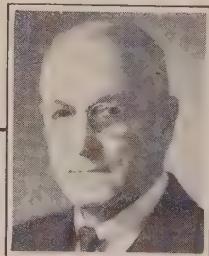
E. R. LAWLER  
Toronto Region

PROJECT  
MANAGERS

# ONTARIO — ORGANIZATION PLAN



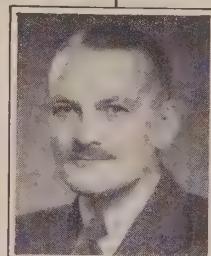
W. ROSS STRIKE, K.C.  
2nd Vice-Chairman



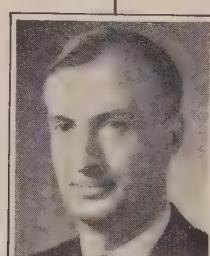
R. T. JEFFERY  
Consultant on  
Municipal Affairs

Manager  
Chief Engineer

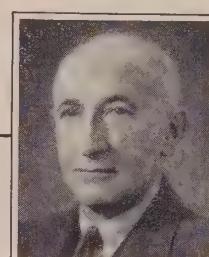
## ADMINISTRATION BRANCH



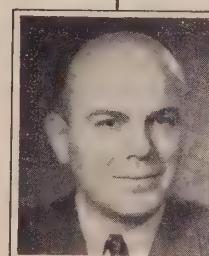
A. W. MANBY  
Assistant General Manager  
Administration



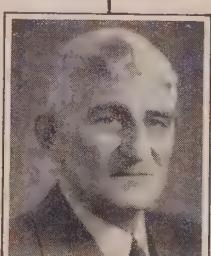
E. B. EAISON  
Acting Secretary



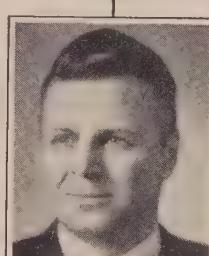
H. D. ROTHWELL  
Administrative Assistant  
Regions



J. M. HAMBLEY  
Director of Operations



M. J. McHENRY  
Director of Consumer Service



E. H. BANKS  
Comptroller

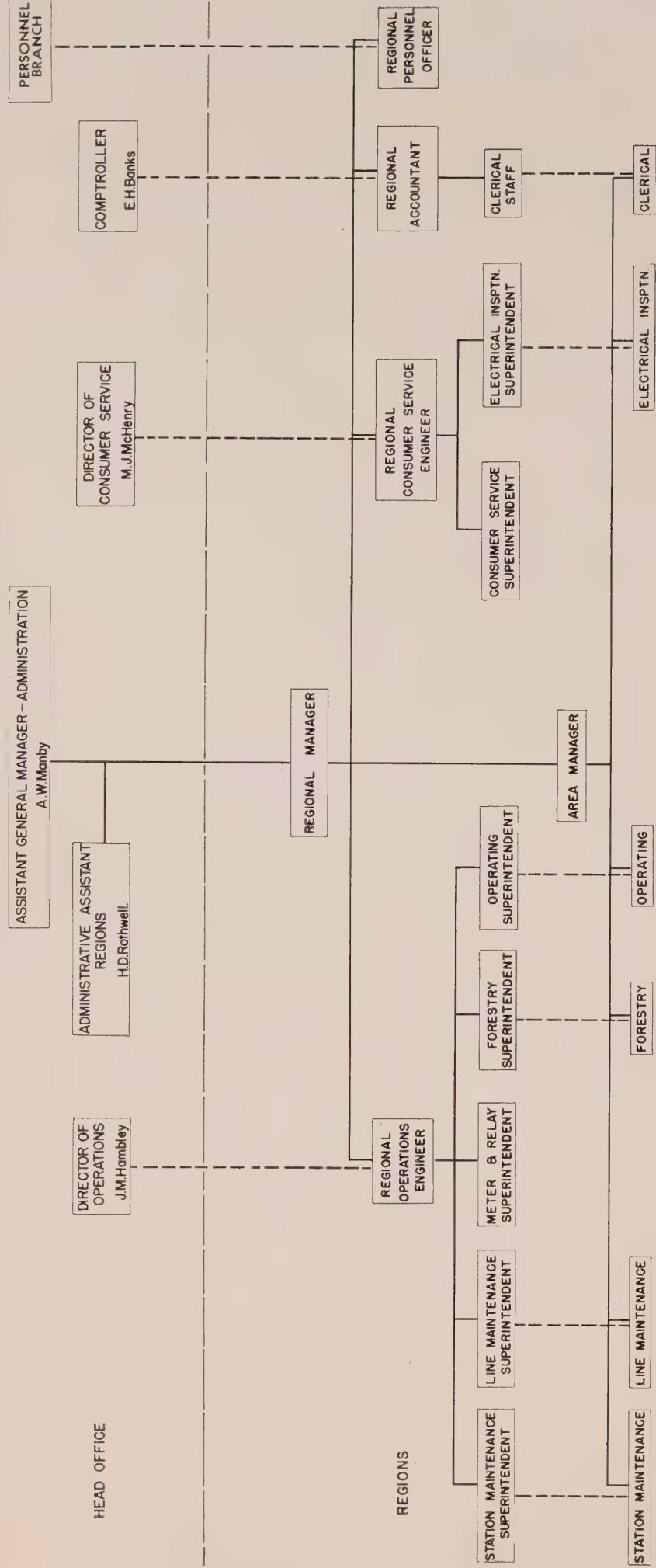
## REGIONAL MANAGERS



J. ROBERTSON R. M. MCKENZIE R. M. LAURIE D. G. FERGUSON L. G. DANDENO O. S. LUNNEY H. H. LEEMING D. I. NATTRESS  
Niagara Region West Central Region Western Region Georgian Bay Region East Central Region Eastern Region North Eastern Region North Western Region

THE HYDRO-ELECTRIC POWER COMMISSION OF ONTARIO.

TYPICAL ORGANIZATION OF A  
LARGE REGION



FEB 17, 1948

CHART II

— Authority and direct responsibility  
- - - - - Advice and flow of information

# The Classification of Stations, Municipalities, and Rural Operating Areas by Regions

## Toronto Region

### STATIONS

Bridgeman  
Cooksville  
Fairbank

Leaside  
New Toronto  
Scarboro

Strachan  
Wiltshire  
York

### MUNICIPALITIES

Agincourt  
Aurora  
Bolton  
Brampton  
†Bronte  
Campbellville  
East York Twp.  
Etobicoke Twp.  
Forest Hill  
Georgetown  
Leaside (operated by Toronto)

Long Branch  
Markham  
Milton  
Mimico  
Newmarket  
New Toronto  
North York Twp.  
†Oakville  
Port Credit  
Richmond Hill  
Scarboro Twp.

Stouffville  
Streetsville  
Sutton  
Swansea  
Toronto  
Toronto Twp.  
Trafalgar Twp.  
Weston  
Woodbridge  
York Twp.

### RURAL OPERATING AREAS

Brampton  
Markham

Richmond Hill  
Sutton

Woodbridge

†Direct-contract municipalities.

## Niagara Region

### STATIONS

Crowland  
DeCew Falls 60-cy.  
DeCew Falls 25-cy.

Niagara  
Ontario Power  
Port Colborne  
Queenston

Thorold  
Toronto Power G.S.  
Toronto Power T.S.

### MUNICIPALITIES

Beamsville  
Chippawa  
Dunnville  
Fonthill  
Grimsby

Merritton  
Niagara Falls  
Niagara-on-the-Lake  
Port Colborne  
Port Dalhousie  
Queenston

St. Catharines  
Smithville  
Stamford Twp.  
Thorold  
Welland

### RURAL OPERATING AREAS

Beamsville

Niagara

Welland

# *Western Region*

## STATIONS

Essex  
Kent

London  
St. Clair

St. Thomas  
Woodstock

## MUNICIPALITIES

Ailsa Craig  
Alvinston  
Amherstburg  
Arkona  
Aylmer  
Beachville  
Belle River  
Blenheim  
Bothwell  
Brigden  
Burgessville  
Chatham  
Comber  
Cottam  
Courtright  
Dashwood  
Delaware  
Dorchester  
Dresden  
Dutton  
Embro  
Erieau  
Erie Beach  
Essex  
Exeter

Forest  
Glencoe  
Granton  
Harrow  
Hensall  
Highgate  
Ingersoll  
Kingsville  
Lambeth  
LaSalle  
Leamington  
London  
London Twp.  
Lucan  
Merlin  
Mount Brydges  
Newbury  
Norwich  
Oil Springs  
Otterville  
Parkhill  
Petrolia  
Point Edward  
Port Stanley  
Ridgetown

Riverside  
Rodney  
St. Clair Beach  
St. Thomas  
Sarnia  
Springfield  
Strathroy  
Tecumseh  
Thamesville  
Thedford  
Thamesford  
Thorndale  
Tilbury  
Tillsonburg  
Wallaceburg  
Wardsville  
Watford  
West Lorne  
Wheatley  
Windsor  
Woodstock  
Wyoming  
Zurich

## RURAL OPERATING AREAS

Aylmer  
Blenheim  
Bothwell  
Chatham  
Delaware  
Dorchester  
Essex  
Exeter  
Forest

Harrow  
Ingersoll  
Kingsville  
London  
Lucan  
Merlin  
Norwich  
Oil Springs  
Ridgetown

St. Thomas  
Sarnia  
Tillsonburg  
Wallaceburg  
West Lorne  
Windsor  
Woodstock

## West Central Region

### STATIONS

Bartonville	Firestone	Kitchener
Brant	Gage	Preston
Burlington	Guelph	St. Marys
Dundas	Hamilton	Stratford

### MUNICIPALITIES

Acton	Dundas	Palmerston
Ancaster Twp.	Elmira	Paris
Ayr	Elora	Plattsburg
Baden	Fergus	Port Dover
Blyth	Galt	Port Rowan
Brantford	Goderich	Preston
Brantford Twp.	Guelph	Princeton
Bridgeport	Hagersville	Rockwood
Brussels	Hamilton	St. George
Burford	Harriston	St. Jacobs
Burlington	Hespeler	St. Marys
*Burlington Beach	Humberstone	Seaforth
Caledonia	Jarvis	Simcoe
Cayuga	Kitchener	Stoney Creek
Clifford	Listowel	Stratford
Clinton	Lynden	Tavistock
Delhi	Milverton	Waterdown
Drayton	Mitchell	Waterford
Drumbo	Moorefield	Waterloo
Dublin	New Hamburg	Wellesley

### RURAL OPERATING AREAS

Brantford	Elmira	Saltfleet
Burlington	Guelph	Simcoe
Cayuga	Kitchener	Stratford
Clinton	Listowel	
Dundas	Mitchell	

\*Commission-owned municipalities.

## Georgian Bay Region

### STATIONS

Bala	Fergusonvale	South Falls
Barrie	Hanna Chute	Trethewey
Big Chute	Hanover F.C.	Walkerton
Big Eddy	Hanover G.S.	Wasdells
Eugenia	Ragged Rapids	

## GEORGIAN BAY REGION—*Continued*

### MUNICIPALITIES

Alliston	Hanover	Priceville
Arthur	*Hepworth	Ripley
*Bala	Holstein	Rosseau
Barrie	Huntsville	Shelburne
Beaverton	Kincardine	Southampton
Beeton	Kirkfield	Stayner
Bradford	Lucknow	Sunderland
Brechin	*MacTier	Tara
Cannington	Markdale	Teeswater
Chatsworth	Meaford	Thornbury
Chesley	Midland	Thornton
Coldwater	Mildmay	Tottenham
Collingwood	Mount Forest	Uxbridge
Cookstown	Neustadt	Victoria Harbour
Creemore	Orangeville	Walkerton
Dundalk	Owen Sound	Waubashene
Durham	Paisley	Wiarton
Elmvale	Penetanguishene	Windermere
Elmwood	*Port Carling	Wingham
Flesherton	Port Elgin	Woodville
Grand Valley	Port McNichol	
Gravenhurst	Port Perry	

### RURAL OPERATING AREAS

Alliston	Hawkestone	Shelburne
Bala	Huntsville	Stayner
Barrie	Midland	Uxbridge
Bracebridge	Orangeville	Walkerton
Cannington	Owen Sound	Wingham

\*Commission-owned municipalities.

## East Central Region

### STATIONS

Auburn	Lakefield	Port Hope
Fenelon Falls	Lehigh	Ranney Falls
Frankford	Lindsay	Seymour
Frontenac	Myersburg	Sidney G.S.
Hagues Reach	Oshawa No. 1	Sidney T.S.
Heely Falls	Oshawa No. 3	Sills Island

### MUNICIPALITIES

Bath	Brighton	*Frankford
Belleville	Cobourg	Hastings
Bloomfield	Colborne	Havelock
Bowmanville	Deseronto	Kingston

### **EAST CENTRAL REGION—MUNICIPALITIES—Continued**

Lakefield	*Newburgh	Port Hope
Lindsay	Norwood	Stirling
Madoc	Omemee	Trenton
Marmora	Orono	Tweed
Millbrook	Oshawa	Warkworth
Napanee	Peterboro	Wellington
Newcastle	Picton	Whitby

### **RURAL OPERATING AREAS**

Belleville	Frankford	Norwood
Bowmanville	Kingston	Oshawa
Brighton	Lakefield	Peterboro
Cobourg	Millbrook	Picton
Fenelon Falls	Minden	Tweed
	Napanee	

\*Commission-owned municipalities.

## ***Eastern Region***

### **STATIONS**

Barrett Chute	Chats Falls	Ottawa
Calabogie	Cornwall	Riverdale
Carleton Place	Galette	Smiths Falls

### **MUNICIPALITIES**

Alexandria	Cobden	Perth
Almonte	Finch	Prescott
Apple Hill	Iroquois	Renfrew
Arnprior	Kemptville	Richmond
Athens	Lanark	Russell
Braeside	Lancaster	Smith Falls
Brockville	Martintown	Westport
Cardinal	Maxville	Williamsburg
Carleton Place	Morrisburg	Winchester
Chesterville	Ottawa	

### **RURAL OPERATING AREAS**

Arnprior	Delta	Plantagenet
Brockville	Martintown	Renfrew
Carleton Place	Ottawa	Winchester

## *North Eastern Region*

### **STATIONS**

Bingham Chute  
Canyon  
Cobalt  
Coniston  
Crystal Falls  
Elliott Chute  
Fountain Falls  
Hound Chutes

Hunta  
Indian Chutes  
Kirkland Lake  
Larder Lake  
Lower Sturgeon  
Matabitchuan  
McVittie  
Nipissing

Pamour  
Sandy Falls  
Schumacher  
Stinson  
Timmis  
Upper Notch  
Wawaitin

### **MUNICIPALITIES**

Capreol  
\*Callander  
\*Cobalt  
\*Earlton  
\*Elk Lake Townsite  
\*Englehart  
\*Haileybury

\*Hislop Townsite  
\*Kearns Townsite  
\*King Kirkland Townsite  
\*Kirkland Lake (incl. Swastika)  
\*Matachewan Townsite  
\*Mooretown Townsite  
\*New Liskeard

North Bay  
\*Nipissing  
\*Powassan  
\*Romore-Matheson Townsite  
\*S. Porcupine  
Sudbury  
\*Timmis (incl. Schumacher)

### **OPERATING AREAS**

Kirkland Lake  
Matheson

Manitoulin  
New Liskeard  
North Bay

Sudbury  
Timmins

\*Commission-owned municipalities.

## *North Western Region*

### **STATIONS**

Alexander  
Cameron Falls

Ear Falls  
Port Arthur

Rat Rapids

### **MUNICIPALITIES**

\*Atikokan  
\*Beardmore Townsite  
\*Cottage Cove

Fort William  
\*Geraldton Townsite  
Nipigon Township

Port Arthur  
\*Red Lake Townsite  
†Sioux Lookout

### **OPERATING AREAS**

Geraldton

Rainy River

Thunder Bay

\*Commission-owned municipalities.

†Direct-contract municipalities.

